

Managerial Success Profile Competency Assessment



The Managerial Success Profile features four overall **Areas** (as shown in outer circle) that group specific **leadership competencies** (as listed in interior circle) that represent the major challenges facing FAA managers. The competencies include an associated set of desired **behaviors** (as shown in center) that demonstrate that skill.

Managerial Success Profile

Areas of Success	Competency
<p>Achieving Results</p> <p>Successful managers apply a variety of techniques to deliver results. They establish clear, measurable performance objectives for their unit and the people they manage. They adjust the way work is performed to meet changing conditions and demands. They make tough decisions to solve complex problems. They track costs of doing business; and, they make appropriate people and budget adjustments to achieve objectives. They understand their customers' requirements and focus on delivering high quality products and service to satisfy those requirements.</p>	<ul style="list-style-type: none"> ■ Managing Organizational Performance ■ Accountability and Measurement ■ Problem Solving ■ Business Acumen ■ Customer Focus
<p>Leading People</p> <p>Successful managers recognize that talented people working together accomplish the work of the FAA. They use teamwork effectively to achieve business results. They ensure equal employment opportunities in the workplace; and, they capitalize on the range of talent to enhance team performance. They provide constructive feedback to employees to facilitate their development. They create an environment in which people thrive and accomplish their best.</p>	<ul style="list-style-type: none"> ■ Building Teamwork and Cooperation ■ Building a Model EEO Program ■ Developing Talent
<p>Building Relationships</p> <p>Successful managers skillfully communicate and work with others. They communicate openly and honestly. They foster open communication and exchange of ideas and knowledge. They establish networks inside and outside their organization to foster agency objectives. They collaborate with others to achieve results; and, they handle emotionally charged or controversial issues responsibly. They lead with consistency, dignity, compassion, and integrity.</p>	<ul style="list-style-type: none"> ■ Communication ■ Building Alliances ■ Interpersonal Relations and Influence ■ Integrity and Honesty
<p>Leading Change</p> <p>Successful managers build a shared vision with others across their organization. They plan for changing trends that can affect operations. They change viewpoints, behavior, and work methods in response to new information. They recover quickly from setbacks; and, they help others build realistic expectations toward organizational change. They demonstrate a positive attitude toward achieving results.</p>	<ul style="list-style-type: none"> ■ Vision ■ Strategy Formulation ■ Agility ■ Innovation

Achieving Results

Successful managers apply a variety of techniques to deliver results. They establish clear, measurable performance objectives for their unit and the people they manage. They adjust the way work is performed to meet changing conditions and demands. They make tough decisions to solve complex problems. They track costs of doing business; and, they make appropriate people and budget adjustments to achieve objectives. They understand their customers' requirements and focus on delivering high quality products and service to satisfy those requirements.

Competency 1. Managing Organizational Performance - 8 items

- Sets key individual and organizational performance objectives.
- Effectively addresses individual and organizational performance issues.
- Adjusts the way work is performed to meet changing conditions and demands.
- Instills a sense of individual responsibility, importance, and pride for organizational performance.
- Recognizes and rewards high performance.
- Takes corrective actions to ensure that critical programs meet budget and schedule requirements.
- Resolves conditions and work practices that pose risks to employee safety and restores injured employees to work as soon as they are able.
- Adopts new management procedures and available technology to improve quality and productivity.

Competency 2. Accountability and Measurement - 6 items

- Takes responsibility for achievement of established performance objectives.
- Acknowledges personal failures as well as achievements.
- Establishes accountability for achieving objectives.
- Uses accepted procedures to monitor progress and identify problem areas.
- Reaches agreement with other managers on common goals and mutual accountability.
- Evaluates organizational successes and failures and applies lessons learned.

Competency 3. Problem Solving - 8 items

- Provides clear direction but gives space for initiative and creativity.
- Resolves organizational factors that impede success.
- Anticipates the impact and consequences of decisions.
- Recognizes and takes into account that managing involves a variety of complex factors.
- Engages affected parties (stakeholders) in making critical decisions.
- Makes tough decisions.
- Seeks win-win solutions in the face of multiple viewpoints.
- Helps resolve problems beyond own function that affect overall unit or organizational performance.

Competency 4. Business Acumen - 6 items

- Uses business analysis skills to justify resource requirements (e.g., cost-effectiveness and return on investment).
- Works with other managers to resource critical priorities (e.g., business and aerospace safety objectives).
- Aligns available resources with strategic business objectives.
- Makes appropriate people and budget adjustments to achieve objectives.
- Allocates and manages human, financial, and material resources effectively.
- Tracks costs of doing business.

Competency 5. Customer Focus - 5 items

- Actively seeks customers' feedback and suggestions regarding organizational performance.
- Uses customers' feedback and suggestions to enhance organization's effectiveness.
- Shares information and ideas with customers.
- Plans for and adapts to customer's changing situations and requirements.
- Recognizes the needs and constraints of customers and other stakeholders (e.g., political and economic factors).

Leading People

Successful managers recognize that talented people working together accomplish the work of the FAA. They use teamwork effectively to achieve business results. They ensure equal employment opportunities in the workplace; and, they capitalize on the range of talent to enhance team performance. They provide constructive feedback to employees to facilitate their development. They create an environment in which people thrive and accomplish their best.

Competency 6. Building Teamwork and Cooperation - 8 items

- Uses teamwork effectively to achieve business results.
- Creates an environment in which people thrive and accomplish their best.
- Capitalizes on the range of talent to enhance team performance.
- Encourages differing opinions to be expressed and respected.
- Coaches teams toward goal achievement.
- Equips teams with resources to accomplish objectives.
- Anticipates barriers and resistance to change and looks for solutions.
- Works effectively across functions and cultures (e.g., facility, office, or organization).

Competency 7. Building a Model EEO Program - 6 items

- Demonstrates leadership and commitment to the FAA Model EEO Program.
- Ensures equal opportunity for all employees or applicants through compliance with applicable EEO laws and regulations.
- Prevents and eliminates discrimination, harassment, and retaliation.
- Cooperates fully and ensures the full cooperation of employees under his/her supervision in authorized EEO complaint processing.
- Allocates mission personnel, as appropriate, to participate in activities such as community outreach and recruitment programs.
- Seeks assistance and/or guidance from the FAA Office of Civil Rights and other staff offices immediately as EEO questions arise and the need for EEO training is identified.

Competency 8. Developing Talent - 5 items

- Provides constructive feedback to employees to facilitate their development.
- Coaches, mentors, and guides development of employees.
- Plans for the development and deployment of talent (e.g., new equipment/procedures, turnover, organizational requirements).
- Focuses training and development investments on defined priorities.
- Makes duty assignments to provide developmental opportunities (e.g., details).

Building Relationships

Successful managers skillfully communicate and work with others. They communicate openly and honestly. They foster open communication and exchange of ideas and knowledge. They establish networks inside and outside their organization to foster agency objectives. They collaborate with others to achieve results; and, they handle emotionally charged or controversial issues responsibly. They lead with consistency, dignity, compassion, and integrity.

Competency 9. Communication - 6 items

- Communicates openly and honestly.
- Listens effectively and communicates understanding.
- Effectively interprets intent, influence, and non-verbal elements of communications.
- Fosters open communication and exchange of ideas and knowledge.
- Tailors communication style to fit different groups and circumstances.
- Facilitates lateral communication.

Competency 10. Building Alliances - 5 items

- Represents FAA and organizational positions effectively to stakeholders.
- Understands the organization's impact on stakeholders.
- Fosters networks, alliances, and other business relationships.
- Recognizes and develops common ground among a wide range of organizational stakeholders (e.g., other operational units, labor, industry, public, international, or other government entities).
- Builds and maintains external stakeholder trust and confidence.

Competency 11. Interpersonal Relations and Influence - 6 items

- Builds and sustains commitment to decisions.
- Collaborates with others to achieve results.
- Helps build consensus.
- Consistently treats others with respect.
- Builds rapport with other managers.
- Handles emotionally charged or controversial issues responsibly.

Competency 12. Integrity and Honesty - 7 items

- Acknowledges personal failures as well as achievements.
- Leads with consistency, dignity, compassion, and integrity.
- Demonstrates and fosters high standards and ethical behavior.
- Fulfills commitments.
- Stands behind decisions.
- Presents viewpoints with courage and conviction.
- Models commitment to public service and the mission of the FAA.

Leading Change

Successful managers build a shared vision with others across their organization. They plan for changing trends that can affect operations. They change viewpoints, behavior, and work methods in response to new information. They recover quickly from setbacks; and, they help others build realistic expectations toward organizational change. They demonstrate a positive attitude toward achieving results.

Competency 13. Vision - 6 items

- Builds a shared vision with others across the organization.
- Communicates organizational direction and priorities clearly.
- Anticipates changes that will impact the mission (e.g., economic, technological, political, etc.).
- Looks for trends to determine how the organization will change in the future.
- Articulates the connection between the efforts of employees and the mission of the agency.
- Engages others in translating vision into action.

Competency 14. Strategy Formulation - 5 items

- Balances a long-term view of mission and purpose with short-term requirements.
- Determines objectives and sets priorities.
- Identifies immediate and longer range objectives.
- Analyzes the potential effects of different options and determines appropriate course of action.
- Plans for changing trends that can affect operations.

Competency 15. Agility - 7 items

- Works effectively under pressure (e.g., flexible, adaptable, resilient).
- Changes viewpoints, behavior, and work methods in response to new information.
- Copes with complex or ambiguous situations.
- Demonstrates a positive attitude toward achieving results.
- Recovers quickly from setbacks.
- Pursues self-development based on feedback.
- Learns from experience (failures and successes).

Competency 16. Innovation - 7 items

- Acts as a leader for operational or organizational change.
- Models creative thinking and innovation.
- Challenges the status quo (e.g., seeks better efficiency, effectiveness).
- Helps others build realistic expectations toward organizational change.
- Enables implementation of new ideas and innovative approaches.
- Supports and rewards individuals who take responsible risks.
- Champions implementation of new systems and technology.